



Submarine Force Culture Workshop

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COMNAVSUBFOR

Overview

- **SUBFOR conducted four pilot workshops**
 - **FY05: 2 LANTFLT boats, mixed reviews**
 - Perhaps over “nuked”
 - **FY06: 2 PACFLT boats, positive feedback**
 - Followed NSC CW model
- **Briefed Senior Leadership including:**
 - **Support from PAC/LANT N1, N4, and N7 Directors**
 - **Total Force Readiness Cross-Functional Team (CFT)**
 - Precursor to Undersea Enterprise Board of Directors
- **Bottom Line: *We're still thinking about it***

The Submarine Process

- **Closely aligning to NSC/CNAF model**
- **Submarine unique considerations/approach**
 - **Confined spaces**
 - **Segregated E5 from E6 for seminars (6 seminars)**
 - **Significant forward and aft dichotomies**
 - **Blue/Gold Boomer Crews**
- **Proposing mandatory requirement for participation**
 - **3-6 months after Change of Command**
- **Proposing 2-man facilitator teams**

Issues Identified in Pilot Workshops

- Significant lack of trust for Navigator and Navigation Department
- Command sponsoring “A Team” for inspections and critical evolutions effectively hiding weak players used during routine ops
 - Lack of development for all watchstanders
- Crew members perceive Command to be operating without clear set of priorities
 - Everything perceived to be important and everything is a crisis
 - CPOs in response-mode and not contributing to shipboard planning
 - Significant impact on crew liberty and morale
- Ship material conditions impacting trust throughout the command
- E5 and below appear demoralized. New crew members are quickly influenced by negative perceptions.
 - Crew does not perceive change in culture to be within control or ability of CO
- Perception that leadership is not interested in personnel issues
- CO imposed scheduling tool choking planning/execution of work

Senior Leadership Issues


- **Where should CW tool reside?: N1, N4, N7**
- **Want to see concrete results**
 - e.g. summary of real changes implemented
 - Perception CW identifies morale issues, not necessarily hazards to operational excellence
- **Would like to couple CW with another assessment/inspection**
- **Expect results to be briefed to Commodore**
- **Fixated on demonstrable ROI**
 - Basing deployment decision on Naval Safety Strategy metrics/ROI tasker

Side Notes

- **COs strongly preferred CW results over Safety Climate Survey**
"The climate survey provided me virtually no useful data and based upon its results, I couldn't do anything to change the command.... However, what your team provided was significantly more useful and allowed me and my command team to better understand our culture and determine ways to make change."
- **SUBFOR focused on human factors initiatives**
 - Total Force Readiness Cross-Functional Team
 - Sponsoring comprehensive survey to baseline submarine culture
- **Shared concern from COs to Senior Leadership that we are over-surveying/assessing/... submarines**
- **Shifting responsibilities from TYCOM to Fleets may challenge CW ownership**

The Way Forward

- **Conduct 6-10 pilot workshops FY07**
- **Support NSC/ESB ROI assessment**
- **Obtain Senior Leadership concurrence**
 - CFT and BOD
- **Determine/authorize SUBFOR RC billets**
 - Project 10-12 billets for ~ 32 annual workshops
- **Establish mechanism for facilitator training**



Submarine Force Operational Effectiveness Workshop